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RESEARCH ARTICLE

Emotional Intelligence and Organizational Citizenship Behaviors

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Abstract

This study is primarily aimed at investigating the relationship between emotional intelligence of the staff members at the Islamic Azad University of Chabahar and their organizational citizenship behaviors in the academic year 2014-2015. It is a practical study and descriptive according to its topic and aims. The statistical population is composed of all employees serving with the Islamic Azad University of Chabahar. As the statistical population is limited, it was wholly selected as the statistical sample. For the purpose of measuring emotional intelligence, Bradbery and Graves scale of emotional intelligence was adopted, and in order to measure the organizational citizenship behavior, Organ and Kanoski's questionnaire was employed. These questionnaires were respectively 0.89 and 0.88 reliable. The research data were analyzed in terms of inferential statistics (Pearson correlation coefficient test and independent T-test). Findings suggest that there is a significant correlation between the employees' emotional intelligence and organizational citizenship behaviors and further between emotional intelligence and conscience and civil behavior. In contrast, there is no significant relation between emotional intelligence and altruism, chivalry and courtesy and consideration.

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INTRODUCTION

As a key institution, university is paid special attention by nations and governments and it could certainly be said that among the social and economic institutions which have emerged during the last century, only a small number could survive and endure as university. Higher education is a chief, effective factor in enforcing the policies of economic, social and cultural development in countries (cited by Mohammadi, Shariati, Mokhtarian and Karamzadeh, 2008). An underlying, fundamental element at any organizations is manpower, and the organizational goals may not in the least be achieved unless internal aspects, motives and tendencies of organizational employees are taken into consideration. Multiple factors affect people's motivation and behaviors, and emotional intelligence is one of them. Emotional intelligence comes into existence through the interaction between intelligence and cognition, which is required by managers to adapt their performance (Salovey & Grewal, 2005). Using intra-personal emotion and emotional self-awareness could be effective in controlling stress and negative emotions, as a result of which individuals can improve their job performance (Kafetsios & Zampetakis, 2008). Therefore, people's emotional intelligence could refer to the conflicts of citizenship behaviors in a group setting (cited by Day & Sarah, 2004). In a study, Carmeli (2003) found out that the employees with high emotional intelligence have a high level of organizational dependence and belonging. Irrespective of the relation between emotional intelligence and job

performance, emotional intelligence may be an important method for organizational achievements (Day et al., 2004). Organizational citizenship behaviors are not a necessary part of the people's official job behaviors but refer to the effective organizational behaviors and the behaviors which may not be developed based on official duties and tasks (Organ, 1988). Organizational citizenship behaviors are those useful for facilitation, renovation of environmental tendency, transfer and reserve of organizational resources. They also improve the quality of services, increase output and boost organizational performance and reduce its costs. Increased inclination on participation in decision-making, tendency toward cooperation, interdependence, and job responsibility and satisfaction have manifested themselves in the job of the employees with high levels of organizational citizenship behavior (Polat, 2009). The most principal capital at any organizations, especially educational and research agencies, are their employees. As the issue of attracting material capital is in consideration at the Islamic Azad University, the better and more desirable the university personnel's positive and compatible behaviors toward their customers, the more students they can absorb, and this student attraction will lead to more capital attraction. Thus, for citizenship behaviors and their relevant factors, the way could be paved to a higher degree for more attention and involvement of the university staff in such behaviors. Under obligatory conditions, people discharge their duties in compliance with rules and regulations and requirements, whereas under voluntary circumstances, they endeavor to the extent beyond their duties. The employees with high emotional intelligence develop appropriate atmosphere at university based on empathy, mutual understanding, trust and health communication through emotional self-awareness and management as well as identification of others' emotions and establishment of suitable, desirable communication with them. Emotional intelligence is largely composed of four elements: self-awareness, self-regulation, arousal and empathy. All of these four elements affect employees' job performance (Dincer, Gencer, Orhan and Sahinbas, 2011). Self-awareness refers to precise identification and awareness of one's own emotions once they occur. Self-management denotes the ability to use "emotional awareness" so as to remain flexible and lead the behaviors positively. Social awareness refers to the ability to accurately identify others' emotions and perceive what is exactly happening. Relation management means the ability to employ "awareness of others' emotions" to successfully control and manage interactions (Bradberry & Greaves, 2007). Similarly, organizational citizenship behavior increases personnel's ability to attract and use the manpower by fostering desirable feelings in employees in their organizations (Polat, 2009). Expert authors divide the aspects of organizational citizenship behaviors into five groups:

1. Altruism: Altruism is defined as a dependent-propagative behavior developed for improving relationships at work and focus on employees' compatibility, including such activities as inclination on voluntary cooperation at work with other employees or appraisal of colleagues at their work (Roub, 2008).
2. Conscientiousness: This means that the employees play more roles than the minimum expected from them.
3. Sportsmanship: This refers to the situations in which people do not complain but have positive attitudes.
4. Courtesy: This refers to the pleasant behaviors exhibited by the employees toward others (ibid, p. 34).
5. Civic Virtues: This refers to the suggestions the employees-in-charge put forward and are employed to the organizational survival policies (Nadiri & Tanova, 2010).

In their study on the relation between emotional intelligence and its components and the organizational citizenship behavior in Kermanshah Office of Sports and Youth, Yousefi, Abdi and Moradi (2013) demonstrated that there is a significant relation between the employees' emotional intelligence and organizational citizenship behavior. Out of the personal characteristics, only age was significantly related to organizational citizenship behavior. In their study concerning the relation between components of emotional intelligence and aspects of organizational citizenship behavior of senior high school teachers in the city of Esfahan, Karimi, Hasoomi and Leis Saffar (2012) showed that out of the components of emotional intelligence, self-awareness, self-arousal, empathy and social skills are positively related to the teachers' organizational citizenship behavior. There is no significant difference in the teachers' opinions on the emotional intelligence and organizational citizenship behavior according to age, service records and educational background, except that the teachers with over 20 years of working experience had higher levels of emotional intelligence. In their study entitled Investigating the Relation between Emotional Intelligence and Organizational Citizenship Behaviors of the Librarians in Public Libraries: A Case Study on the Public Libraries in Yazd, Asadi, Nadafi and Shafiei Roudposhti (2011), concluded that there is a positive, significant relation between emotional intelligence and organizational citizenship behaviors. There is a positive correlation between all aspects of emotional intelligence and organizational citizenship behaviors, and the level of this correlation vis-à-vis

altruism and conscientiousness is acceptable while it is rather low vis-à-vis chivalry, civic virtue and courtesy. In his study entitled Investigating the Relation between Emotional Intelligence and Organizational Citizenship Behaviors of Bank Personnel in the City of Sanandaj, Sheikh Esmaeili (2011) learned that there is a significant relation between emotional intelligence and its aspects (including self-awareness, self-management, social awareness and relation management) and organizational citizenship behavior in the staff members at bank branches. In their survey on the subject of emotional intelligence and organizational citizenship behaviors of university lecturers, VandeWaa & Turnispeed (2012) found that there is a relation between emotional intelligence and organizational citizenship behaviors. They also realized that there is a significant relation between all components of emotional intelligence and organizational citizenship behaviors. In their study entitled Emotional Intelligence and Organizational Citizenship Behaviors of Production Personnel, Tee Suan Chin & Yoon Kin Tong (2011) learned that in some industries, employees tend to have a lower level of emotional intelligence and organizational citizenship behavior. In exploring the relation between organizational citizenship behaviors and emotional intelligence, Korkmaz & Arpacı (2009) realized that there is a significant relation between managers' emotional intelligence and personnel conscientiousness, civic virtue and altruism.

Materials and Methods

This study is a practical one and of descriptive-correlation nature according to the research topic and aims. The statistical population comprises all administrative staff members at the Islamic Azad University of Chabahar in the academic year 2014-2015. Since the statistical population is limited, the sample size was developed through complete consensus. 35 questionnaires were distributed to the sample subjects out of which, 30 questionnaires were returned. The research instruments include Travis Bradberry and Jean Greaves emotional intelligence questionnaire (2004) and Organ and Kanoski organizational citizenship behavior questionnaire (1996). The employed test includes correlation tests.

Findings

The sample consists totally of 30 subjects, namely 23 men (76.7%) and 7 women (23.3%). Moreover, 9 individuals (30%) hold senior high school diplomas, 11 people (36.7%) have associate's degrees, 7 subjects (23.3%) hold bachelor's degrees, and 3 subjects (10%) have master's degrees.

Table 1: Results of the descriptive statistics for emotional intelligence and organizational citizenship behaviors

Variable	Mean	SD	N
Emotional intelligence	96.46	17.28	30
Organizational citizenship behavior	51.76	7.84	30

Table 2: Mean and standard deviation for the components of organizational citizenship behavior

Components of organizational citizenship behaviors	Mean	SD	N
Altruism	11.43	2.93	30
Conscience	13	2.25	30
Chivalry	11	2.87	30
Civic behavior	10.33	2.33	30
Courtesy and consideration	6	2.63	30

Primary Hypothesis: There is a significant correlation between emotional intelligence of the staff members at the Islamic Azad University of Chabahar and the organizational citizenship behaviors.

Table 3: Assessment of correlation between emotional intelligence and organizational citizenship behaviors

Relation	Correlation coefficient	N	significance	Result
Emotional intelligence-organizational citizenship behaviors	0.483	30	0.007	Hypothesis 1 confirmed

As is seen in table 3, the resulting level of significance (0.007) is less than 0.05, implying that the percent of error is less than 0.05. Therefore, with a confidence level of 0.95, it can be said that there is a significant correlation between emotional intelligence of the staff at the Islamic Azad University of Chabahar and their organizational citizenship behaviors. In addition, the positive correlation coefficient (0.483) suggests that the level of employees' organizational citizenship behaviors increases with a rise in the level of their emotional intelligence. Consequently, the primary hypothesis and the null hypothesis were rejected.

Secondary Hypothesis: There is a significant correlation between emotional intelligence of the staff at the Islamic Azad University of Chabahar and their components of organizational citizenship behaviors.

Table 4: Measuring the correlation between emotional intelligence and components of organizational citizenship behaviors

Relation	Correlation coefficient	N	significance	Result
Emotional intelligence & altruism	0.176	30	0.346	H1 rejected
Emotional intelligence and conscience	0.501	30	0.005	H1 verified
Emotional intelligence and chivalry	0.178	30	0.346	H1 rejected
Emotional intelligence and civic behavior	0.418	30	0.021	H1 verified
Emotional intelligence and courtesy & consideration	0.242	30	0.192	H1 rejected

As shown in table 4, the resulting levels of significance for conscience ($p=0.005$) and civic behavior (0.021) are less than 0.05 , indicating that the percent of error is lower than 0.05 . Thus, with a 0.95 level of confidence, one could state that there is a significant correlation between emotional intelligence of the employees at the Islamic Azad University of Chabahar and their conscience and civic behaviors. Furthermore, the resulting positive correlation coefficients ($r=0.501$ and $r=0.418$ respectively) suggest that increased emotional intelligence of the employees leads to their improved civic behaviors, while the levels of confidence for altruism ($p=0.346$), chivalry ($p=0.346$) and courtesy and consideration ($p=0.192$) are over 0.05 , indicating that the percent of error is more than 0.05 . Therefore, the research hypothesis concerning these components is rejected, i.e. there is no significant relation between the variables of altruism, chivalry, courtesy and consideration and emotional intelligence of the employees.

Discussion and Conclusion

Results suggest that there is a significant, positive relation between emotional intelligence and organizational citizenship behaviors. Most of the research carried out suggest that the results of this study. The studies conducted by Antony (2013), Ying and Ting (2013), Yousefi et al. (2013), Karimi et al. (2013), VandeWaa et al. (2012), James et al. (2010), Tea et al. (2011), Asadi et al. (2011), and Sheikh Esmaeili (2011) match the results of this piece of research. Bar-Ann considers emotional intelligence to be an important factor in determining people's abilities to achieve positions in life and in direct relation to emotional health, that is, current mental condition, and general, healthy emotions. According to Bar-Ann, emotional intelligence and social-emotional skills develop and change over time and could be improved through education and corrective programs (Jalali, 2002). Goleman argues that his research has demonstrated that emotional intelligence plays an increasing role at the highest levels of companies. Where an individual holds a high rank as outstanding executive, emotional intelligence potentials are regarded more due to his effectiveness (cited by Sepehrian, 2007). In his study entitled *The Impact of Emotional Intelligence on Organizational Commitment and Organizational Citizenship Behaviors*, Antony (2013) concludes that there is a significant, positive correlation between emotional intelligence and organizational citizenship behaviors. Moreover, results of the survey conducted by Yang et al. (2013) suggest that there is a positive, significant relation between emotional intelligence and organizational citizenship behaviors. In their study dealing with the relation between emotional intelligence and its components and organizational citizenship behaviors in Kermanshah Office of Sports and Youth, Yousefi et al. (2013) demonstrated that there is a significant relation between emotional intelligence and organizational citizenship behaviors of the employees. In addition, results of our study revealed that there is a significant correlation between emotional intelligence of the staff members at the Islamic Azad University of Chabahar and conscience and civic behavior components of their organizational citizenship behaviors, whereas no significant relation exists between emotional intelligence and the employees' altruism, chivalry, courtesy and

consideration as components of organizational citizenship behaviors. Results of this study both match and contradict those of the study carried out by Asadi et al. (2011). In their piece of research entitled Investigating the Relation between Emotional Intelligence and Organizational Citizenship Behaviors of the Librarians at Public Libraries, Asadi et al. concluded that all aspects of emotional intelligence are significantly correlated to the organizational citizenship behaviors, and the level of such a correlation vis-à-vis altruism and conscientiousness is acceptable, while that of chivalry, civic virtue and courtesy is somewhat low. VandeWaa et al. (2012) found that there is a significant relation between all components of emotional intelligence and organizational citizenship behaviors. Results of this study match those of the study conducted by Korkmaz et al. (2009). Exploring the relation between organizational citizenship behaviors and emotional intelligence, they realized that there is a significant relation between managers' emotional intelligence and the employees' conscientiousness, civic virtues and altruism. According to the research results suggesting that there is a relation between emotional intelligence and citizenship behaviors and also between emotional intelligence and some of the components of organizational citizenship behaviors for more influence over the university for improving quality and output, the following are recommended:

- Managers should treat emotional intelligence as an important factor in personnel selection.
- The university staff members should be properly informed of the results of such studies and acquire the necessary solutions and information to boost different skills such as emotional intelligence and organizational citizenship behaviors and thereby raise the level of university output by holding educational classes and on-the-job courses.

This study has also some limitations including time-consuming nature of data collection, limitation of the research statistical population to the Islamic Azad University of Chabahar only and of the data collection instruments to questionnaire only.

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